UNITED STATES
ENVIRONMENTAL PROTECTION AGENCY

OFFICE OF THE CHIEF FINANCIAL OFFICER

SYSTEM MANAGEMENT PLAN

for the

DEFINITION PHASE

of the

FINANCIAL SYSTEM MODERNIZATION PROJECT

V 1.1

December 2005

Executive Summary

This revision to the System Management Plan (SMP) for the Financial System Modernization Project (FSMP) updates the initial SMP which was approved in August 2005. The updates, designed to adapt the governance structure to the changing needs of this rapidly developing project, establish Independent Validation and Verification (IV&V) as an integral part of the project's governance structure, "rearrange" some of the project teams, and clearly articulate the intent to tailor system development to conform to best practices as appropriate and to rely heavily on automated tools for some system documentation (for example, to track requirements and configuration).

FSMP, which is in the Definition Phase, the earliest stage of system life cycle development will replace the Integrated Financial Management System (IFMS), which is EPA's legacy core accounting and financial system, and several of its feeder systems (also known as subsystems) with a modern and comprehensive system. The new system will improve EPA's ability to efficiently manage for results, be consistent with government wide efforts to streamline operations, and utilize state of the art technology to lower EPA's overall administrative costs. "FSMP" is the current working term for the new system. The actual system will be named later.

Two key government wide requirements are noteworthy at this stage. First, federal agencies are limited in their selection of core financial systems to Commercial off the shelf (COTS) products that have been certified as acceptable by the Chief Financial Officers Council (CFOC), which in December 2004 assumed responsibilities formerly performed by the Joint Financial Management Improvement Program (JFMIP). See the Office of Management and Budget (OMB) Memorandum 05-05 and OMB Circular A-127.

Second, the new system represents EPA's participation in the Financial Management Line of Business (FMLoB), an OMB led e-government initiative to improve financial management and gain economies of scale by reducing the number of financial systems in the civilian sector. Pursuant to this initiative, sometimes termed "e-finance," the new system must be hosted by a center of excellence (COE), an external provider from either the public or the private sector. In other words, in contrast to IFMS, EPA will ultimately not actually operate the new core system operations center. Instead, we will purchase hosting services from an external provider.

This SMP meets the requirements for SMPs in EPA Order 2100.4, Interim Agency System Life Cycle Management Policy issued by the Office of Environmental Information December 29, 2003 (SLC Policy) and Interim Agency System Life Cycle Management Procedures issued April 29, 2005 (SLC Procedures). According to the SLC Procedures, the SMP is "[t]he core document that provides the overall framework for the management of the system development" (page 15). This SMP will be updated at key points in the system's lifecycle.

The SMP (1) presents a business case for the new system, addressing such subjects as the need for the new system, its estimated costs and benefits, the projected timeline, and the life cycle model, and (2) establishes a governance structure. This is a "living" document that will be updated throughout the course of the system's life cycle to comply with best practices.

More information about FSMP is at http://www.epa.gov/ocfo/modernization/index.htm. Full reference information for the documents cited including URLs is contained in Section 11.0 below.

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1.0 Document Change Tracking Log

VERSION	DATE	DESCRIPTION OF CHANGES	AUTHOR
1.0	July 2005	Initial SMP (Definition Phase)	S Arnold
1.1	November 2005	• Updated governance is in Sections 8.3, 8.4, and 8.5 • Explicit intent to tailor development to conform to best practices is noted in Sections 2.3, 4.3, 8.4, and 8.5 • Plans to utilize automated tools rather than hard copy for some documentation are in Sections 2.3 and 8.5 • Documentation responsibilities in Section 8.5 are crosswalked into Section 8.4	S Arnold

1.1 Description of System Management Plan V1.1 Updates

FSMP is still in the Definition Phase, the earliest stage of system life cycle development. However, the project has advanced rapidly since August 2005, when the Initial SMP was approved. For example, the acquisition strategy is in place, the baseline functional and technical requirements are now complete, and plans for product acceptance tests are under way. In addition, plans have been made for an Independent Validation and Verification (IV&V) contractor managed by the Office of Environmental Information (OEI). The updates in V 1.1 of the SMP are designed to adapt the governance structure to the changing needs of this rapidly developing project and position FSMP to move forward.

The updated governance structure reflects the following changes. The new governance structure is shown in Figure 8.1 and described in Sections 8.3, 8.4, and 8.5.
• IV&V has been added to the formal governance structure to perform independent system audits and reviews and to advise the FSMP Steering Committee, the System Sponsor, and the System Owner.
• A Project Management Team headed by the System Manager has been added, and the former Contracts Management Team has been folded into this Team. These changes strengthen the System Manager's ability to provide day to day oversight.
• A new Reports and Queries Project Team has been added to help ensure that FSMP meets Agency reporting needs.
• Security and Compliance is now a Project Team parallel to other project teams. This change better integrates the Team's functions into the overall project.
• The former Implementation and Integration Project Teams have been merged into a single team to prepare for the next life cycle development phase.
• The former Technical Project Team has been abolished. Baseline technical requirements are now complete, and the remaining responsibilities have been incorporated into the Implementation and Integration Project Team.

To position the project to move forward, language has been added to Sections 2.3, 4.3, 8.4, and 8.5 to explicitly note that the life cycle model and the nature of some system life cycle documentation may be tailored in the future to conform to best practices as appropriate.

OCFO is in the process of acquiring a set of automated project management tools. It is anticipated that some system documentation will be maintained and tracked using these tools instead of traditional documents. For example, today's tools are far more efficient that a traditional requirements traceability matrix, and tools are ideally suited to documenting configuration and change management.

Roles and responsibilities for SLC documentation in Section 8.5 of the Initial SMP, are crosswalked into Section 8.4 in V1.1. This is a clarification.

2.0 Introduction

2.1 Financial System Modernization Project

FSMP is a part of a comprehensive effort by EPA's Office of the Chief Financial Officer (OCFO) to modernize Agency financial systems. To document this effort and to define the components and their inter relationships, OCFO issued a Concept of Operations (CONOPS) document in July 2005. The CONOPS, which addresses the scope of FSMP in detail, and other information about FSMP is available at http://www.epa.gov/ocfo/modernization/index.htm

OCFO currently relies on aging financial systems that have become inflexible and costly to maintain. The overall Financial Replacement System (FinRS) will replace those systems that are inefficient and not cost effective by today's standards, promote increased integration among systems, and add new functionality. FinRS will improve EPA's ability to perform financial management functions essential to achieving the Agency's mission. Such functions include performing Agency budget formulation and execution, overseeing accounting, managing payments and collections, compiling Agency financial statements, and producing financial accountability reports.

FSMP represents the implementation of several components of the FinRS plan as well as additional areas, including the following:
- Financial COTS component, which addresses core financial management functions (i.e., Budget Execution, Cost/Project Management, General Ledger, Payment Management, and Receivable Management)
- Planning component, which addresses Strategic Plan Management and Budget Formulation functions
- The Operational Data Store (ODS), which is part of the overall Administrative Data Warehouse component
- The Payroll Labor Distribution module of the PPL component, which addresses a subset of the Cost Management function
- Property Management, which is not a separate component of FinRS but is included in the scope of FSMP

FSMP will be designed to be consistent with OMB's FMLoB and EPA's Enterprise Architecture, and the system must be capable of remaining current with changing and evolving OMB, JFMIP/CFOC, and security requirements. A more thorough description of FinRS and FSMP is contained in the CONOPS.

2.2 The System Management Plan

This SMP is for the FSMP component of FinRS.

EPA system life cycle requirements are established in two documents issued by the Office of Environmental Information (OEI) – EPA Order 2100.4, Interim Agency System Life Cycle Management Policy issued December 29, 2003 (SLC Policy) and Interim Agency System Life Cycle Management Procedures issued April 29, 2005 (SLC Procedures). The SLC Procedures establishes the required documentation; the SLC Policy establishes roles and responsibilities and levels of approval for the documentation.

According to the SLC Procedures, the SMP is "[t]he core document that provides the overall framework for the management of the system development" (page 15). This SMP will be updated at key points in the system's lifecycle.

2.3 Organization of the System Management Plan

This SMP document is organized as shown below to include SMP components established in the SLC Procedures in a format that "tells a story" and clearly establishes the manner in which OCFO plans to manage this unique system development project. As the project progresses, OCFO will review the life

cycle model (see Section 4.0), and some SMP components may be tailored to some extent. OCFO will work closely with OEI to comply with best practices for similar COTS development. Any tailoring, and the reasons for the tailoring will be documented in future SMP updates.

OCFO is in the process of acquiring a set of automated project management tools. Some SLC components will be maintained using these tools, rather than in hard copy documents. For example, it is likely that automated tools will replace the traditional requirements traceability matrix and will document configuration and change management.

SMP COMPONENT From SLC Procedures, page 7	LOCATION IN THIS SMP
1. Change Tracking Log	1.0 Document Change Tracking Log
2. Mission Need Statement	3.0 Mission Need Statement and Business Case
3. Business Case	3.0 Mission Need Statement and Business Case
4. System Operations and Maintenance Concept	7.0 System Operations and Maintenance Concept
5. Responsibilities	8.4 Roles and Responsibilities
6. Cost Benefit Analysis Summary	5.0 Cost Benefit Analysis Summary
7. Schedule	6.0 Schedule Overview
8. Project Risk Management Plan	Stand alone document incorporated by reference into the SMP
9. Security Plan	Stand alone document incorporated by reference into the SMP
10. Project Quality Assurance Plan	8.0 Project Quality Assurance Plan
11. Configuration Management Plan	Stand alone document incorporated by reference into the SMP
12. Review Standards – Data Standards, Enterprise Architecture Alignment, Capital Planning and Investment Control	9.0 Review Standards
13. Approvals (Decision Papers)	Stand alone documents incorporated by reference into the SMP
14. Waivers	Stand alone documents incorporated by reference into the SMP To date, there are no waivers
15. Application Deployment Checklist	Not applicable. This checklist applies only to systems being deployed on NTSD managed platforms. (SLC Procedures, page 10). FSMP will be hosted outside EPA.

A complete list of SLC products and responsibilities for preparing and approving the documents is in Section 8.5 below.

3.0 Mission Need Statement and Business Case

3.1 Overview

The mission of EPA is to protect human health and the natural environment. Efficient financial and resource management are crucial to EPA's ability to perform this mission. EPA's Chief Financial Officer (CFO) is responsible for managing and coordinating the Agency's planning, budgeting, analysis, and accountability processes, as well as providing financial management services that support this mission. In order to perform these functions, OCFO currently relies on a suite of financial systems many of which are reaching the limits of their useful lives, are inflexible and costly to maintain, and hamper EPA's ability to achieve its strategic goals in the most efficient manner.

IFMS, the legacy core financial system, dates back to the 1980s and is clearly outdated by today's standards. Over the years, to augment IFMS' functionality, a number of feeder systems were developed by OCFO and other agency offices with little overall planning or coordination. Technical limitations make it expensive in some cases and virtually impossible in other cases for this legacy suite of systems to meet many of today's requirements. For example, IFMS predates the Chief Financial Officers Act (CFO Act),

the Government Performance and Results Act (GPRA), the Clinger-Cohen Act of 1996, current Core Financial System Requirements from JFMIP, and several OMB circulars. Because the vendor no longer supports this archaic product, EPA has had to resort to an inefficient combination of labor intensive business processes and *ad hoc* bolt-on feeder systems.

FSMP will replace the legacy suite and provide EPA with a state of the art 21st Century system to support resource management, Agency financial statements, and financial accountability reports. FSMP will improve EPA's ability to manage for results by better integrating budget and performance, readily providing financial data to understand the true costs of program delivery, and generally helping program offices manage resources.

FSMP supports the President's Management Agenda (PMA) by helping EPA maintain its scores of "green" in e-government and financial management. Better financial information will help establish efficiency and cost effectiveness measures required for EPA's Program Assessment Rating Tool (PART). FSMP will enhance the Agency's reputation for sound financial management by streamlining operations and providing higher quality financial management.

3.2 Authority

The CFO has the statutory responsibility under the CFO Act to:
"develop and maintain an integrated agency financial management system, including financial reporting and internal controls, which –
A.   complies with applicable accounting principles, standards, and requirements, and internal control standards;
B.   complies with such policies and requirements as may be prescribed by the Director of the Office of Management and Budget;
C.   complies with any other requirements applicable to such systems; and
D.   provides for –
   i.   complete, reliable, consistent, and timely information which is prepared on a uniform basis and which is responsive to the financial information needs of agency management
   ii.   the development and reporting of cost information;
   iii.   the integration of accounting and budgeting information; and
   iv.   the systematic measurement of performance"

As part of this responsibility, the CFO identified the need to replace EPA's financial management system.

3.3 Need for Change

EPA's need to modernize its financial management systems is driven by many internal and external factors. Today's users see themselves in a new relationship with the systems that support government. This new paradigm emphasizes easy access to timely and accurate data. Users expect their automated tools to be performance "enablers," not obstacles to accomplishing their jobs. The general emphasis in government on increased accountability requires that managers have these tools. Technology is moving forward, and some government legacy systems will no longer be supported.

Since its implementation in 1989, IFMS has been EPA's core financial management and budget execution system. IFMS is a legacy financial mainframe system based on the American Management Systems (AMS – now CGI-AMS) Federal Financial System COTS software. Over the past decade, new requirements and demands have been placed on EPA's financial systems, and the implementation of these changes has been costly both in time and resources. During the past 16 years, when IFMS was unable to accommodate EPA's needs cost effectively, new systems were developed to track or house information. EPA conducted an analysis of its current financial systems and documented the results in the *Strategic Assessment of EPA's Financial Systems, Current Systems Description*. This assessment identified the following pervasive themes for EPA's financial business functions and their supporting OCFO systems:

- Inconsistent data
- High system availability
- Limited system interoperability
- Low system usability
- Information latency
- Proliferation of cuff systems
- Multiple reporting systems
- Costly maintenance

Using the data collected in the analysis, EPA aligned the needs of its financial stakeholders with management objectives and technical enablers to define the options for the future financial application architecture. A Workforce Assessment Study completed in April 2003 was used to project the staffing levels required to modernize EPA's financial systems. EPA prepared a Capital Planning and Investment Control (CPIC) business case that examined alternatives for replacing its financial management systems. The recommended alternative was a blend of COTS products and EPA-built systems for those areas where COTS products may not be able to support the business needs of the Agency.

In addition, through the documentation of the specific applications' strengths and weaknesses, findings fell within various key areas. These key areas can be expressed in terms of capabilities desired by process performers, managers, customers, and system administrators as follows:
- Easy access to data
- Reporting flexibility
- Automated functional capabilities
- Accurate and appropriate data for effective managerial decision-making
- Flexible organization, accounting, and budget structures
- Effective integration among applications
- Ease of use
- Stable and secure operating environment
- Complete and flexible data architecture

In FY 2004, in response to the FMLoB, EPA revisited the previous business case for FinRS to ensure that the recommended alternative was consistent with the guidance available from OMB on the FMLoB initiative. EPA was actively involved in the FMLoB Inter Agency Project Team, which examined methods to increase the efficiency and functionality of core financial management systems throughout the government. As a participant in the project, EPA worked in close collaboration with several other agencies to leverage best practices in the financial management arena and focus on government-wide improvements. EPA co-chaired the FMLoB workgroup on enterprise architecture. In FY 2005, OMB moved the functions of the FMLoB to the CFOC Financial Systems Integration Committee, where EPA continues to be actively involved.

In addition to the guidelines set forth by the FMLoB, the PMA calls for "order of magnitude" improvements and advocates the use of information technology (IT) to "simplify and unify" service delivery. Replacement of existing financial systems and related systems throughout EPA, in such a way to support the needs of the diverse user community and to comply with regulatory requirements, should significantly improve the efficiency and effectiveness of the organization.

3.4 Benefits of the New System

A modern financial system will remedy many of the issues noted above, advancing the Agency's ability to efficiently perform its financial management responsibilities and to integrate budget and performance, understand the true costs of program delivery, and manage resources. FSMP will effectively address the weaknesses of IFMS (e.g., lack of flexibility for performing data entry, correcting erroneous transactions, and accommodating changes resulting from the strategic planning process) while improving on its

strengths (e.g., by automating certain tasks). A detailed discussion of the expected improvements in the new system is contained in the "Target Environment" section of the CONOPS.

Developing a new system that can be "handed over" to a COE pursuant to OMB's FMLoB initiative places EPA in a leadership role, designing a solution that best meets Agency needs, instead of becoming a captive customer to adapt to a solution designed around the needs of other customers. In addition, FSMP will better support the acquisitions and grants communities.

A new system will facilitate compliance with many new requirements. For example, in December 2004, OMB issued revisions to Circular A-123, increasing management's responsibility for internal controls and emphasizing the need for agencies to integrate and coordinate internal control assessments with other internal control related activities. FSMP will support EPA activities toward this end.

Strategic improvements expected from the new system include:
- Compliance with the federal financial systems requirements, applicable laws, and support, as applicable, federal e-Gov initiatives
- Adherence to the Agency's enterprise architecture and standards
- An integrated, unified, and simplified approach to accomplishing EPA's financial management goals and objectives
- Improved ability to implement sound accounting standards that provide the basis for EPA financial statements
- Ability for managers to manage program resources more effectively
- Ability to support various e-Gov initiatives with an open and adaptive financial application architecture

Operational improvements expected from the new system include:
- Enhanced financial reporting capabilities based predominantly on COTS products, with a JFMIP-certified software package to perform core financial functions
- Increased system security
- Improved ability to provide timely and accurate financial and performance information
- Reduced cost for maintenance of customized systems and cuff applications
- Elimination of paper-based processing and leveraged workflow tools to improve the timelines and accuracy of transaction processing
- Ability to streamline and automate transactions and reengineer processes based on industry best practices to reduce costs
- Streamlined access for system users
- Better support for EPA's acquisitions and grants communities

3.5 Buy *vs* Build

OMB Circular A-127 states that "agencies replacing software to meet financial system requirements must use "off the shelf' software that has been tested and certified through the CFOC certification process as meeting OMB's Office of Federal Financial Management (OFFM) core financial system requirements." (A-127, §8d(1)). In other words, EPA is required to buy COTS products, and may not build a solution. In December 2004, the CFOC assumed responsibilities from the former JFMIP. See OMB Memorandum-05-02 and OMB Circular A-127.

3.6 System Scope

FSMP is a component of a comprehensive OCFO effort to modernize Agency financial systems. As stated in the CONOPS the overall FinRS project includes the following inter related components (CONOPS, page 3) – Financial commercial off-the-shelf (COTS) component, Administrative Data Warehouse (ADW) component, Planning component, Cost Recovery and Imaging component, Enterprise Application Integration (EAI) component, Payroll Personnel and Labor (PPL) component, and Travel component

FSMP represents the implementation of several pieces of the FinRS plan as well as additional areas, including the following:

- Financial COTS component, which addresses core financial management functions (i.e., Budget Execution, Cost/Project Management, General Ledger, Payment Management, and Receivable Management)
- Planning component, which addresses Strategic Plan Management and Budget Formulation functions
- The Operational Data Store (ODS), which is part of the overall Administrative Data Warehouse component
- The Payroll Labor Distribution module of the PPL component, which addresses a subset of the Cost Management function
- Property Management, which is not a separate component of FinRS but is included in the scope of FSMP

FSMP will include a JFMIP/CFOC-compliant COTS core financial management package that meets all requirements of the CFO Council and may replace some existing legacy systems, also known as feeder systems, depending on cost, risk, integration, and efficiency considerations.

The exact scope of FSMP has not yet been determined at this early stage of development. The new system will address at a minimum, the following activities:

- General Ledger
- Strategic Plan Management and Budget Formulation – at least some functions
- Budget Execution
- Receivable Management
- Payment Management
- Cost/Project Management
- Property Management
- Working Capital Fund

The following feeder systems are among those being evaluated for potential replacement under the FSMP solution:

- Asbestos Receivable Tracking System (ARTS) – records and tracks repayments on EPA asbestos removal loans
- Bankcard – records EPA purchase card transactions and allocates transactions for processing in IFMS
- Budget Automation System (BAS) – integrates agency budget planning, execution, and reporting, and tracks progress toward meeting requirements of GPRA
- Contract Payment System (CPS) – processes payments for EPA contracts and supports an electronic interface to the Department of the Treasury as well as the IFMS
- Fellowship Payment System (FPS) – records payment schedules for Fellowship Recipients and prepares stipend and tuition payments to students and universities
- Grant Payment Allocation System (GPAS) – provides a web-based grant payment workload allocation and identifies lines of accounting which are not yet "accepted" by the grantee
- Inter-Agency Document Online Tracking System (IDOTS) – tracks payments for interagency agreements
- Small Purchase Information Tracking System (SPITS) – supports the processing of small purchase payments

4.0 Life Cycle Methodology and Project Status

4.1 The Rapid Prototype Life Cycle Model

OCFO is currently following the Rapid Prototype Life Cycle Model for FSMP. As stated in the SLC Procedures (page 23), "Using a Rapid Prototype Life Cycle Model allows visualization of concepts and introduces the feasibility of the selected technical approach for the further development of the production system. Prototyping is a highly iterative process of building, using, evaluating, and refining a system to improve mutual understanding of the system between system developers and system users. This approach is appropriate when users cannot specify exactly what they want the system to do, or they need to explore alternative user interfaces to a system (e.g., input formats, screen displays, report formats, etc.)." Figure 4-1 depicts the development of a system through the Rapid Prototype Life Cycle Model.
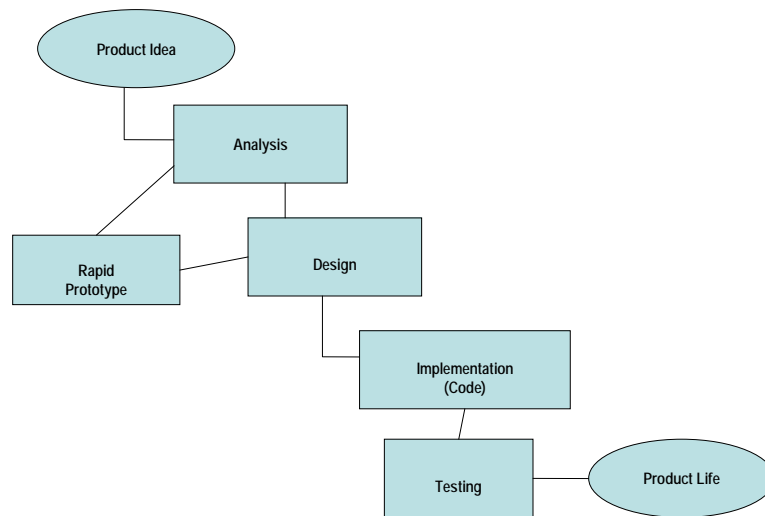

Figure 4-1, Rapid Prototype Life Cycle Model

The rapid prototype model is well suited to COTS implementations where fit gap analyses and iterative testing examine the "fit" of the off the shelf commercial product into EPA's technical and business environment. Typically in a rapid prototype development effort, an initial set of system requirements is translated into a test environment, and end users provide feedback. The feedback may lead to changes in configuration, business process reengineering, or other modifications. While every attempt will be made to minimize customizations to the commercial software, some customizations may be needed. The process of building, using, evaluating, and refining goes through several iterations before the system is ready for deployment. As the project progresses, the rapid prototype model may be tailored.

A governance structure establishing responsibilities for identifying, approving, and implementing changes to the system and associated business processes is in Section 8.4.

4.2 System Life Cycle Phases and Concurrent Subphases

The SLC Procedures requires an ordered series of phases and subphases that are documented in the SMP. "Although discussed sequentially, it is *not* the intent that EPA systems must be managed in a linear fashion." (SLC Procedures, page 2)

The Rapid Prototype Model relies on iterations, and activities like development and testing proceed simultaneously. In other words, the subphases within each phase occur concurrently rather than sequentially in this model. Required activities for each phase and subphase will be documented.

4.3 Project Status

FSMP is now in the Definition Phase, the earliest phase, of its life cycle. This stage, according to the SLC Procedures (page 17), consists of three subphases:

- **"Initiation Subphase** establishes the existence of an EPA business problem that may be solved by the development of an information system.
- **Concept Definition Subphase** verifies the business problem, identifies high-level requirements that must be met to solve the problem, and outlines a feasible, timely, and cost-effective solution to the problem. This subphase should characterize or reassess any existing characterization of the information's and information system's sensitivity levels and identifies any existing or potential management and operational controls for the business area. Prior to beginning any EPA information system development effort, existing systems and sources should be thoroughly researched for suitability to meet identified requirements.
- **Requirements Definition Subphase** determines the detailed functionality, standards, and security required of the proposed system based on business requirements and risk management principles."

Following the Rapid Prototype Model, these subphases are occurring concurrently, and documentation is being prepared and updated on an ongoing basis. The acquisition strategy is based on a Statement of Objectives and calls for a comprehensive procurement to select software, a solution provider, and an implementation contractor. The offerors will propose a solution to meet a broad set of functional and technical requirements.

When the selection has been made, and the system moves into the Development or Acquisition Phase (SLC Procedures, pages 17-18), the life cycle model and the nature of some SMP components may be tailored or modified.

5.0 Cost Benefit Analysis Summary

The most recent cost benefit analysis was prepared in Fall 2005 for the FY 2007 budget year and is currently under review by OMB. This analysis is pre-decisional and available to authorized persons on request.

6.0 Schedule Overview

A high level project schedule has been prepared. As with any project of this scope, magnitude, and complexity, it is likely that the schedule will be updated several times before full implementation due to factors than cannot be anticipated today. SPIS is using the Microsoft Project Manager tool to develop the schedule, properly link task dependencies, and identify the critical path to the target implementation date.

Project progress and spending are reviewed quarterly via the Earned Value Management (EVM) process, and results are transmitted to OEI for submission to OMB. Issues that could lead to substantial cost overruns or project delays can be identified early based on EVM analysis, and mitigating strategies can be implemented.

OCFO's acquisition strategy calls for a single procurement requesting a "full solution." In other words, we will select a vendor that offers a complete package consisting of a COTS package and implementation and COE support.

OCFO expects to complete selection of the "full solution," including acceptance testing by the middle of 2006, with full system implementation scheduled for late in 2008.

7.0 System Operations and Maintenance Concept

The System Operations and Management Concept describes the general manner in which the system will be managed and the level of operational support required.

The new system is subject to OMB's FMLoB initiative to improve financial management and gain economies of scale by reducing the number of financial systems in the civilian sector. Pursuant to this initiative, the new system must be hosted by a COE, an external provider from either the public or the private sector. In other words, in contrast to IFMS, EPA will ultimately not actually own or operate the new core system operations center. Instead, we will purchase hosting and potentially other services from an external provider.

The system is likely to be web based with no client footprint needed. Estimates of support resource needs will be developed.

The user community will include EPA staff and contractors involved in processing financial transactions or generating reports.

8.0 Project Quality Assurance Plan

The Project Quality Assurance Plan "[p]rovides guidance on the development of products created during the life-cycle process to ensure they are substantively accurate and conform to a standard project management structure and meet certain quality factors. Quality factors present general goals for developing a high-quality system. Quality assurance is accomplished through the efforts of designated quality assurance personnel on the project team, usually through a series of independent formal reviews and auditing activities." (SLC Procedures, page 12)

OCFO has developed a rigorous Project Quality Assurance Plan for FSMP that includes a governance structure and assignments for life cycle products through Implementation Phase. See Sections 8.4 and 8.5. OCFO will incorporate provisions of the OCFO Quality Assurance Guide issued September 2005

OCFO's acquisition strategy calls for performance based contracts. In addition, to the Project Quality Assurance Plan, a separate Quality Assurance Plan will be part of this contract.

8.1 Development Staff

Within OCFO, the Systems Planning and Integration Staff (SPIS) has been assigned to lead the development and implementation of FSMP. This is a highly qualified and well credentialed staff of IT professionals.

Terry Ouverson, the Staff Director who serves as System Owner (Project Manager) has over six years of experience managing major IT projects. He conceived, developed, and implemented BAS and served as OCFO's project manager for implementation of PeoplePlus (PPL), an HR/payroll system jointly owned by OCFO and OARM. He holds the Project Management Institute's Project Management Professional (PMP) certification. Martin Poch, the System Manager, is also PMP certified and has more than 15 years of financial and administrative system project management experience. In addition, Mr. Poch is a CPA and a Certified Government Financial Manager (CGFM).

Other SPIS staffers assigned to lead key portions of the development have several years of government experience, and some hold MBAs or other advanced degrees, some are CPAs or Certified Government Financial Managers (CGFMs), and some hold Chief Information Officer Certificates and Information Professionals Certificates from National Defense University. Several staffers hold Associate Project Management Certificates or similar credentials, and all staffers have completed at least 32 hours of project management training.

8.2 Contractors for Development and Independent Reviews

Several prime contractors will support FSMP development. In addition to system development and integration, contractors will support such activities as project management and testing. OEI will provide independent validation and verification (IV&V) by one or more contractors.

To ensure that development procedures meet the highest standards and are designed to maintain schedules and avoid cost over runs, OCFO will require that development contractors make rigorous use of EVM and meet Capability Maturity Model for Integration (CMMI) requirements as set out in Agency policy. CMMI was developed by the Software Engineering Institute of Carnegie Mellon University to avoid massive costs overruns and schedule delays in software implementation.

8.3 Governance Structure

The governance structure for FSMP was designed to leverage expertise of SPIS staffers and others in EPA. The Deputy CFO serves as System Sponsor, demonstrating senior management support and applying senior level controls. A Steering Committee composed of Deputy Assistant Administrators from several EPA offices is chaired by the System Sponsor and provides senior level guidance to help ensure the system meets EPA's mission needs.

The Director of SPIS serves as System Owner (Project Manager), directly supervising the development staff and chairing a Change Control Board consisting of Office Directors representing EPA's financial management community. The Board will vote on key technical and business issues. Experienced and highly qualified SPIS staffers support the System Owner's project oversight and lead dedicated project teams.

The System Manager heads a Project Management Team composed of SPIS staff and supported by contractors. This Team provides day-to-day project oversight.

The current overall governance structure for FSMP is shown below in Figure 8-1. This governance structure will be updated as appropriate during the system's life cycle phases. Updates will be documented.
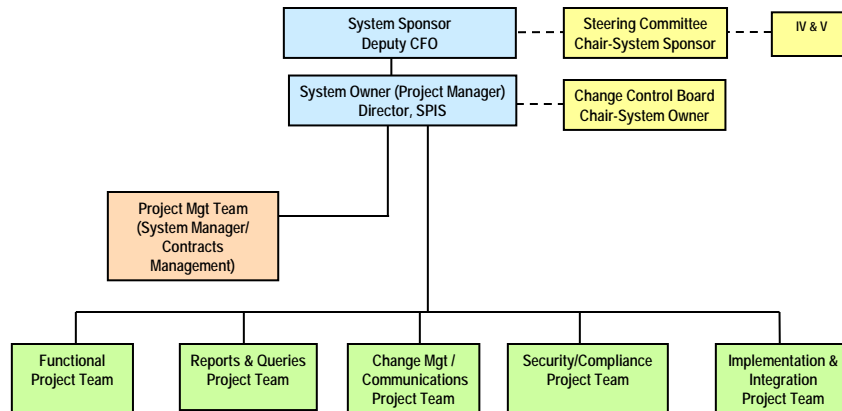
Figure 8-1, Governance Structure for FSMP

8.4 Roles and Responsibilities

Detailed roles and responsibilities within this governance structure are described below. Responsibilities established in the SLC Policy are indicated. Individuals named below have been assigned specific responsibilities. Updates to these assignments will be documented. As the project moves forward, the life cycle model and the nature of some SMP components and documents may be tailored or modified. Roles and responsibilities will be updated to conform. See Section 4.3.

System Sponsor
Assigned to
Deputy CFO   • Michael Ryan
Responsibilities established in the SLC Policy § 3.8
Review and concur on major revisions to the SMP
Conduct periodic system life-cycle management reviews to evaluate costs and efficiency of operation and ensure systems continue to meet mission needs and provide adequate security   • These reviews will be accomplished in conformance with EPA Order 2100,4, Information Technology Capital Planning and Investment Control (CPIC), CPIC Procedures and Earned Value Management Procedures, and will consider IV&V findings and recommendations
Authorize and approve funding
Appoint system owners and authorize those individuals to initiate system development
Ensure adequate project resources are available
Concur on advancement of a system to each life-cycle phase   • The concurrence may be documented on memos approving or announcing decisions such as product selection, in meeting notes or minutes, or via other vehicles

Approve major decision papers including the following (see Section 8.5)
•   Definition Phase – Initiation Decision Paper
•   Development or Acquisition Phase – Development Decision Paper approving software selection
•   Implementation Phase – Implementation Decision Memo to "turn on" the system

Other responsibilities
Chair the FSMP Steering Committee and appoint committee members
Approve system governance structure

FSMP Steering Committee
Chair
System Sponsor
Members
Deputy Assistant Administrators (DAAs) and Deputy Regional Administrators (DRAs) appointed by the chair
Responsibilities
Advise and guide the System Sponsor and System Owner on high level priorities to implement the Agency's strategic vision and mission
Review IV&V findings and recommendations and advise the System Sponsor and System Owner
Serve as chief advocate to Agency senior management for FSMP

IV & V
Lead
Office of Environmental Information
Responsibilities
Independently perform system audits and reviews
Report findings and make recommendations to the FSMP Steering Committee, System Sponsor, and System Owner

System Owner (Project Manager)
Assigned to
Director, Systems Planning and Integration Staff •   Terry Ouverson
Responsibilities established in the SLC Policy § 3.9
Ensure adherence to the SLC Policy and Procedures
Approve advancement of the system to each life cycle phase
Concur on waivers from the SLC Policy, as applicable
Identify additional life cycle decision points required for the project
Evaluate project risks
Manage funding for the system and secure additional funding
Appoint system managers
Manage the people supporting the system
Coordinate system life cycle development activities with those of the EPA IT Investment Management, specifically Capital Planning and Investment Control and Enterprise Architecture Processes
Approve decision papers
Designate responsibility for system security
Ensure security requirements are met
Review and concur on SMPs
Oversee management of system life cycle management projects
Ensure management and operational safety controls are in place and operational
Resolve project resource issues

Approve the following initial and updated documents (see Section 8.5)
Definition Phase – Project Risk Management Plan, Configuration Management Plan, Assignment of Responsibility for Security, CONOPS, Requirements Decision Paper. Functional Requirements Specification, Requirements Traceability Matrix, and System Test Plan
Development or Acquisition Phase – System Design Document, Data Conversion Plan, Project Risk Management Plan, Configuration Management Plan, Functional Requirements Specification, Requirements Traceability Matrix, System Test Plan, System Modules, User/System Documentation
Implementation Phase – System Implementation Plan, User Training Plan, System Modules, Security Risk Assessment, Project Risk Management Plan, Configuration Management Plan, Functional Requirements Specification, Requirements Traceability Matrix, System Test Plan, Data Conversion Plan, User/System Documentation, System Modules
Additional Responsibilities
Keep the System Sponsor aware of system progress and issues and ensure that System Sponsor has adequate information to conduct periodic system life-cycle reviews to evaluate costs and efficiency of operation
Assess IV&V findings and recommendations and advise the System Sponsor
Chair FSMP Change Control Board
Evaluate and coordinate the overall project, project plan, budget, resource needs, and internal and external communication
Appoint leads and members of project teams
Oversee development of requirements
Establish and implement a rigorous configuration control process
Manage schedules, tasks, and resources
Oversee compliance with government wide requirements including the Financial Management Line of Business and other e-government initiatives
Concur on system governance structure

FSMP Change Control Board
Chair
System Owner
Members
Directors, Office of Budget, Office of Financial Management, Office of Financial Services, Office of Planning, Analysis, and Accountability
Up to three managers appointed by the Chair
Responsibilities
Approve baseline system requirements at the conclusion of fit-gap analysis and approve substantive changes to requirements
Approve baseline project schedule and significant schedule modifications
Act on requests for software customizations considering such factors as need, cost, and impacts on the system, project schedule, and business processes; ensure that customizations are minimized and developed in the most efficient manner
Assess policy and business processes and recommend changes needed for adoption of COTS software
Act on configuration change requests considering cost and technical factors and potential impact on EPA's mission and business and on the FSMP project
Ensure that the configuration process follows standard methods and procedures
Document all decisions in meeting minutes

Project Management Team (System Manager)
Assigned to
Appointed by the system owner • Marty Poch, System Manager • Sue Arnold, Alternate
Responsibilities established in the SLC Policy § 3.10
Provide day to day management for the system life cycle process and products within their program(s) in compliance with Agency and Federal policy

Ensure that the system advances in and orderly fashion through the SLC phases and subphases, and that the required system products are produced in a timely manner with an acceptable level of quality
Prepare and maintain the SMP – *Assigned to Security and Compliance*
Serve as the daily point of contact to whom users refer day to day issues
Recommend and prepare written justifications for waivers and document them in the SMP – *Assigned to Security and Compliance*
Tailor the SLC to meet the requirements of the project/system – *Assigned to Security and Compliance*
Prepare and obtain approval of decision papers – *Assigned to Security and Compliance*
Keep management appraised of project issues and risks
Ensure that the necessary documentation required by the IT Investment Management, specifically the Capital Planning and Investment Control and Enterprise Architecture processes, is prepared and submitted for review
Ensure that all required technical security controls are in place, operational, and documented – *Assigned to Security and Compliance*
Identify project resource issues and needs for higher level consideration

Lead development of the following initial and updated documents (see Section 8.5)

Definition Phase – Initiation Decision Paper, System Concept Document (CONOPS), Cost-Benefit Analysis,

Additional Responsibilities

Establish and oversee project controls
Manage and document configuration, requirements, customizations, system documentation, and actions by the Change Control Board through appropriate tools and other means
Oversee quality assurance and risk management
Coordinate with OEI to ensure robust independent validation and verification (IV&V)
Serve as overall project liaison with the CFO Council Systems Committee
Oversee Contracts Management
Develop documentation in areas of responsibility
Provide strategic planning and support to system owner and project team
Serve as Contracts Project Officer(s) and Contracting Officer Representative(s), working closely with OAM
Oversee and provide direction to staff who have contract responsibility or work with contractors, ensuring adherence to Agency contract management policies and procedures
Develop documentation in areas of responsibility
Provide strategic planning and support to system owner and project team

Functional Project Team
Assigned to
Team lead, alternate, and members appointed by the system owner • Team lead – Charlie Young
Lead development of the following initial and updated documents (see Section 8.5)
Definition Phase – Requirements Decision Paper, Functional Requirements Specification, Requirements Traceability Matrix
Development or Acquisition Phase – Functional Requirements Specification, Requirements Traceability Matrix,
Implementation Phase – Functional Requirements Specification, Requirements Traceability Matrix
Additional Responsibilities
Lead development of preliminary and baseline functional requirements for payment management, receivable management, general ledger, cost management, funds management, budget formulation, and performance management
Recommend appropriate modifications to requirements to the Change Control Board
Work closely with agency subject matter experts and others to ensure compliance with Agency and government wide policies for financial management
Lead development of business process changes and make recommendations to the Change Control Board
Develop documentation in areas of responsibility
Provide guidance to system owner and staff on functional requirements

Reports and Queries Project Team
Assigned to
Team lead, alternate, and team members appointed by the system owner
• Team Lead – Mike Cocimano
Responsibilities
Lead development and implementation of reporting capabilities
Lead coordination with Agency reporting and warehousing tools and systems such as FDW, ORBIT, and ADAM
Make recommendations to the Change Control Board on issues relating to reports and queries
Develop documentation in areas of responsibility
Provide guidance to system owner and staff on issues relating to reports and queries

Change Management and Communications Project Team
Assigned to
Team lead, alternate, and members appointed by the system owner
• Team lead – Gwen Martinez
Lead development of the following initial and updated documents (see Section 8.5)
Development or Acquisition Phase - User/System Documentation
Implementation Phase – User Training Plan, User/System Documentation
Responsibilities
Lead implementation of business process changes
Make recommendations to the Change Control Board
Develop and implement an overall agency wide communications and outreach strategy
Coordinate transition to the new system
Develop and implement a training strategy and schedule and develop curricula and training materials
Develop and implement infrastructure for user support, such as a hotline, help desk, and on-line help materials
Develop documentation in areas of responsibility
Provide guidance to system owner and staff on change management and communication issues

Security and Compliance Project Team
Assigned to
Appointed by the system owner
• Sue Arnold
Responsibilities established in the SLC Policy § 3.10
Prepare and maintain the SMP
Recommend and prepare written justifications for waivers and document them in the SMP
Tailor the SLC to meet the requirements of the project/system
Ensure that all required technical security controls are in place
Prepare and obtain approval of decision papers
Lead development of the following initial and updated documents (see Section 8.5)
Definition Phase – System Management Plan, Project Risk Management Plan, Assignment of Responsibility for Security, Security Concept, Security Risk Assessment, Security Plan
Development or Acquisition Phase – Development Decision Paper, System Management Plan, Project Risk Management Plan, Security Plan, Security Risk Assessment
Implementation Phase – Implementation Decision Memo, Authorized Processing Document, Technical Vulnerability Assessment, ST&E Report, Certifier's Statement, Security Risk Assessment, System Management Plan, Project Risk Management Plan, Security Plan
Additional Responsibilities

Serve as alternate system manager
Ensure compliance with security requirements, working closely with OEI
Develop security plans and related documentation
Ensure that security reviews and assessments are performed timely and work to resolve issues
Lead development and implementation of system governance structure and modifications to the structure
Ensure compliance with Circular A-123 requirements for internal controls
Coordinate with Agency Enterprise Architecture
Ensure compliance with Agency Data Quality Standards
Develop documentation in areas of responsibility
Provide guidance to system owner and staff on security and governance issues

Implementation and Integration Project Team
Assigned to
Team lead, alternate, and members appointed by the system owner • Team lead – David Burkholder
Lead development of the following initial and updated documents (see Section 8.5)
Definition Phase – Configuration Management Plan, System Test Plan
Development or Acquisition Phase – System Design Document, Data Conversion Plan, Configuration Management Plan, System Test Plan, System Modules (code)
Implementation Phase – System Implementation Plan, Contingency Plan / COOP, System Modules (test), Configuration Management Plan, System Test Plan, Data Conversion Plan, System Modules (implement)
Additional Responsibilities
Serve as Contracts Project Officer(s) and Contracting Officer Representative(s) for the implementation contractor, working closely with the Contracts Management lead
Oversee product acceptance testing, including development of test scripts and oversight of actual tests
Lead system configuration and set up, working closely with the Change Control Board and OEI
Work closely with the Center of Excellence to ensure compliance with Agency requirements
Work with OEI on installation, configuration, and administration of firewalls, routers, and other network components
Resolve any issues identified during IV&V
Oversee final testing and readiness for rollout
Oversee rollout and resolve issues
Make recommendations to the Change Control Board on implementation issues
Support the Contracts Management lead on integration issues
Lead development of interfaces with internal and external systems, including ADAM and the COE
Develop agreements documenting system interfaces
Oversee data cleansing and migration from legacy systems
Oversee integration of new system into the Agency's IT environment
Make recommendations to the Change Control Board in integration issues
Develop documentation in areas of responsibility
Provide guidance to system owner and staff on integration issues
Develop preliminary and baseline technical requirements and recommend appropriate modifications to the Change Control Board
Ensure that FSMP is compatible with the Agency's IT infrastructure
Develop technical requirements for hosting by the COE
Develop documentation in areas of responsibility
Provide guidance to system owner and staff on technical implementation and integration issues

8.5 System Life Cycle Documentation

The system life cycle products listed below are adapted from the SLC Procedures. Since OCFO is following the Rapid Prototype Model for system development, the subphases within each phase occur concurrently. See Section 4.1. Thus, each life cycle product appears only once in the chart for each phase. However, products may be updated more than once during each phase.

OCFO is in the process of acquiring a set of automated project management tools. Some SLC components will be maintained using these tools, rather than in hard copy documents. For example, today's tools are far more efficient that a traditional requirements traceability matrix, and automated tools are ideally suited to documenting configuration and change management.

As the project moves forward, the life cycle model and the nature of some SMP components and documents may be tailored or modified. Roles and responsibilities will be updated to conform. See Sections 4.3 and 8.4.

SLC Phase / Subphase	SLC Products		Development Lead	Approval	Status/Notes
Definition Phase • Initiation Subphase • Concept Definition Subphase • Requirements Definition Subphase					
	Initiation Decision Paper	Initial	System Manager	System Owner/Sponsor	• Complete 5/17/05
	System Management Plan (SMP)	Initial	Security and Compliance Project Team Lead	SIO Concurrence – System Owner/Sponsor	• Section 2.3 shows SMP components • V1.0, approved 8/16/05
	Project Risk Management Plan	Initial	Security and Compliance Project Team Lead	System Owner	• Stand alone component of the SMP
	Configuration Management Plan	Initial	Implementation and Integration Project Team Lead	System Owner	• Stand alone component of the SMPI
	Assignment of Responsibility for Security	Initial	Security and Compliance Project Team Lead	System Owner	• Complete 1/28/05 • Attachment to the Security Concept
	System Concept Document (CONOPS)	Initial	System Manager	System Owner	• Complete 11/1/05
	Security Concept	Initial	Security and Compliance Project Team Lead	SIRMO	• Approved 3/9/05 • Includes assignment of responsibility for security
	Security Risk Assessment	Initial	Security and Compliance Project Team Lead	ISO (Review)	

SLC Phase / Subphase	SLC Products		Development Lead	Approval	Status/Notes
	Cost-Benefit Analysis	Initial	System Manager	CPIC process	• Included in CPIC • Summary included in SMP
	Requirements Decision Paper	Initial	Functional Project Team Lead	System Owner	
	Functional Requirements Specification	Initial	Functional Project Team Lead	System Owner	
	Requirements Traceability Matrix	Initial	Functional Project Team Lead	System Owner	
	System Test Plan	Initial	Implementation and Integration Project Team Lead	System Owner	
	Security Plan	Initial	Security and Compliance Project Team Lead	IMO	• Stand alone component of the SMP
Development or Acquisition Phase • Design Subphase • Construction Subphase					
	Development Decision Paper	Initial	Security and Compliance Project Team Lead	System Owner/Sponsor	
	System Design Document	Initial	Implementation and Integration Project Team Lead	System Owner	
	Data Conversion Plan	Initial	Implementation and Integration Project Team Lead	System Owner	
	System Management Plan	Updated	Security and Compliance Project Team Lead	IMO Concurrence – System Owner/Sponsor	• Section 2.3 shows SMP components
	Project Risk Management Plan	Updated	Security and Compliance Project Team Lead	System Owner	• Stand alone component of the SMP
	Configuration Management Plan	Updated	Implementation and Integration Project Team Lead	System Owner	• Stand alone component of the SMP
	Functional Requirements Specification	Updated	Functional Project Team Lead	System Owner	
	Requirements Traceability Matrix	Updated	Functional Project Team Lead	System Owner	
	System Test Plan	Updated	Implementation and Integration Project Team Lead	System Owner	
	Security Plan	Updated	Security and Compliance Project Team Lead	IMO	• Stand alone component of the SMP

SLC Phase / Subphase	SLC Products		Development Lead	Approval	Status/Notes
	System Modules (code)	Initial	Implementation and Integration Project Team Lead	System Owner	• This requirement will be adapted as needed for a COTS system where source code and similar information is proprietary
	User/System Documentation	Initial	Change Management & Communications Project Team Lead	System Owner	
	Security Risk Assessment	Updated	Security and Compliance Project Team Lead	ISO (Review)	
Implementation Phase • Testing Subphase • Implementation subphase					
	Implementation Decision Memo	Initial	Security and Compliance Project Team Lead	System Owner/Sponsor	
	System Implementation Plan	Initial	Implementation and Integration Project Team Lead	System Owner	
	User Training Plan	Initial	Change Management & Communications Project Team Lead	System Owner	
	Authorized Processing Document (Authorized Processing Document)	Initial	Security and Compliance Project Team Lead	IMO	• Attachment to Security Plan
	Technical Vulnerability Assessment	Initial	Security and Compliance Project Team Lead	IMO	
	Contingency Plan/COOP	Initial	Implementation and Integration Team Lead		
	Security Test & Evaluation (ST&E) Report	Initial	Security and Compliance Project Team Team Lead	IMO	
	Certifier's Statement	Initial	Security and Compliance Project Team Team Lead	IMO	• Attachment to Security Plan
	System Modules (test)	Updated	Implementation and Integration Project Team Lead	System Owner	• This requirement will be adapted as needed for a COTS system where source code and similar information is proprietary
	Security Risk Assessment	Updated	Security and Compliance Project Team Team Lead	ISO (Review)	

SLC Phase / Subphase	SLC Products		Development Lead	Approval	Status/Notes
	System Management Plan (SMP)	Updated	Security and Compliance Project Team Team Lead	IMO Concurrence – System Owner/Sponsor	• Section 2.3 shows SMP components
	Project Risk Management Plan	Updated	Security and Compliance Project Team Lead	System Owner	• Stand alone component of the SMP
	Configuration Management Plan	Updated	Implementation and Integration Project Team Lead	System Owner	• Stand alone component of the SMP
	Functional Requirements Specification	Updated	Functional Project Team Lead	System Owner	
	Requirements Traceability Matrix	Updated	Functional Project Team Lead	System Owner	
	System Test Plan	Updated	Implementation and Integration Project Team Lead	System Owner	
	Security Plan	Updated	Security and Compliance Project Team Lead	IMO	• Stand alone component of the SMP
	Data Conversion Plan	Updated	Implementation and Integration Project Team Lead	System Owner	
	User/System Documentation	Updated	Change Management & Communications Project Team Lead	System Owner	
	System Modules (implement)	Updated	Implementation and Integration Project Team Lead	System Owner	• This requirement will be adapted as needed for a COTS system where source code and similar information is proprietary
Operations & Maintenance Phase • Responsibilities for this phase to be assigned later					
	Customer Feedback Evaluation	Initial			
	Re-authorization to Process	Initial			
	Security Controls Review	Initial			
	System Modules (operational)	Updated			
	Technical Vulnerability Assessment	Updated			
	System Management Plan	Updated			
	Security Plan	Updated			
	Security Risk Assessment	Updated			

SLC Phase / Subphase	SLC Products		Development Lead	Approval	Status/Notes
Termination Phase • Responsibilities for this phase to be assigned later					
	Retirement Decision Paper	Initial			
	System Disposition Report	Initial			
	Archived/Incorporated Data	Initial			
	Archived/Incorporated Software	Initial			
	Archived Life-cycle Products	Initial			
	Security Plan	Updated			
	Security Risk Assessment	Updated			

9.0 Review Sections

9.1 Data standards

The FSMP project team has conducted focus group sessions on both Technical Requirements and Data Integration. The review and comment phase is currently underway.

9.2 Enterprise Architecture Alignment

The FSMP Enterprise Architecture is being developed in accordance with all current EA policies, procedures and standards. OCFO staff is also a participant in the process to develop and finalize the Agency's Enterprise Architecture Policy and Procedures.

9.3 Capital Planning and Investment Control (CPIC)

Comprehensive planning and investment control were an integral part of the analysis of EPA's financial management systems. The FinRS solution, which includes FSMP component, was reviewed and approved most recently by EPA's CPIC and OMB review processes for the FY 2006 budget cycle. The CPIC for the FY 2007 budget cycle has been reviewed via EPA's CPIC process and submitted to OMB. EPA management was deeply involved in the CPIC proposals. The Executive/Investment Review Committee approved funding for this project in September 2005, the CFO reviewed the cost goal, and the Procurement Executive reviewed the acquisition strategy. Moreover, this investment was included in the Agency's Annual Performance Plan.

10.0 Abbreviations and Acronyms

ADAM	Administrative Data Mart
ADW	Administrative Data Warehouse
AMS	American Management Systems (now know as CGI-AMS)
ARTS	Asbestos Receivable Tracking System
BAS	Budget Automation System
CFO	Chief Financial Officer
CFO Act	Chief Financial Officers Act
CFOC	Chief Financial Officers Council
CMMI	Capability Maturity Model – Integration http://www.sei.cmu.edu/cmmi/cmmi.html
COE	Center of Excellence
CONOPS	Concept of Operations
COTS	Commercial off the Shelf
CPIC	Capital Planning and Investment Control
CPS	Contract Payment System
EAI	Enterprise Application Integration
EPA	Environmental Protection Agency
EVM	Earned Value Management
FinRS	Financial Replacement System
FMLoB	Financial Management Line of Business
FPS	Fellowship Payment System
FSMP	Financial System Modernization Project
FY	Fiscal Year
GPAS	Grant Payment Allocation System
GPRA	Government Performance and Results Act of 1993
IDOTS	Inter-Agency Document Online Tracking System
IFMS	Integrated Financial Management System
IMO	Information Management Officer
IRM	Information Resources Management
IT	Information Technology
IV&V	Independent Validation and Verification
JFMIP	Joint Financial Management Improvement Program
NTSD	National Technology Services Division

OCFO	Office of the Chief Financial Officer, EPA
ODS	Operational Data Store
OEI	Office of Environmental Information, EPA
OFFM	Office of Federal Financial Management, OMB
OMB	Office of Management and Budget
PART	Program Assessment Rating Tool
PMA	President's Management Agenda
PMP	Project Management Professional
PPL	EPA's PeoplePlus Integrated Payroll/HR System
SIRMO	Senior Information Resource Management Official
SLC Policy	Interim Agency System Life Cycle Management Policy issued December 29, 2004, available at http://intranet.epa.gov/rmpolicy/ads/orders/2100_4.pdf
SLC Procedures	Interim Agency System Life Cycle Management Procedures (SLC Procedures), available at http://intranet.epa.gov/rmpolicy/im/sys-life-cyc-mgmt-procedures.pdf
SMP	System Management Plan
SPITS	Small Purchase Information Tracking System

11.0 References and Authorities

11.1 Laws
- Chief Financial Officers Act of 1990, Pub. L. 101-576, Section 902, 31 U.S.C. 902 (CFO Act)
- The Federal Managers Financial Integrity Act of 1982 (FMFIA)
- The Prompt Payment Act of 1982
- Government Performance and Results Act of 1993 (GPRA)
- Federal Financial Management Improvement Act of 1996 (FFMIA)
- Information Technology Management Reform Act of 1996 (ITMRA), *aka* the Clinger-Cohen Act
- Federal Information Security Act (FISMA)

11.2 OMB Regulations http://www.whitehouse.gov/omb/
- Circular A-123, Management Accountability and Control
- Circular A-127, Financial Management Systems
- Circular A-130, Management of Federal Information Resources
- Circular A-134, Financial Accounting Principles and Standards
- Memorandum 05-02, Financial Management Systems

11.3 National Institute of Standards and Technology http://csrc.nist.gov/publications/fips/index.html
- Special Publications
- Federal Information Processing Standards (FIPS)

11.4 CFO Council / Joint Financial Management Improvement Program (JFMIP) Requirements
http://www.jfmip.gov/jfmip/
In December 2004, the CFO Council assumed the responsibilities formerly performed by JFMIP (OMB Memorandum 05-02).
- JFMIP Core Financial System Requirements, JFMIP SR-02-01

11.5 Federal Accounting Standards Advisory Board (FASAB) http://www.fasab.gov/

11.6 EPA Requirements
- Financial System Modernization Project website
  http://www.epa.gov/ocfo/
- 2003-2008 EPA Strategic Plan, Direction for the Future
  http://www.epa.gov/ocfo/
- Interim Agency System Life Cycle Management Policy (SLC Policy)
  http://www.epa.gov/ocfo/modernization/index.htm or
  http://intranet.epa.gov/rmpolicy/ads/orders/2100_4.pdf
- Interim Agency System Life Cycle Management Procedures (SLC Procedures)
  http://www.epa.gov/ocfo/modernization/index.htm or http://intranet.epa.gov/rmpolicy/im/sys-life-cyc-mgmt-procedures.pdf`
- EPA Order 2100.2A.1, Information Technology Capital Planning and Investment Control (CPIC), CPIC Procedures, and Earned Value Management (EVM) Procedures
  http://cfint.rtpnc.epa.gov/otop/policies/infoman.cfm
- OCFO Quality Assurance Guide, September 2005
  http://intranet.epa.gov/ocfo/policies/2005_qa_guides.pdf
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12.0 Approvals

The Agency's Interim System Life Cycle Management Procedures issued April 29, 2005 requires that the System Management Plan (SMP) be approved by the Senior Information Resource Management Official (SIRMO) with review and concurrence of the System Sponsor and the System Owner. CIO Policy Transmittal 05-001 replaces the SIRMO with the Senior Information Official (SIO) for the purpose of this approval.

Recommendation

We have reviewed this SMP V1.1, for the Financial System Modernization Project (FSMP), and we believe the SMP presents a sound business case for the system and establishes a sound infrastructure for managing the system. We recommend that you approve this SMP.

_____   ___12/13/05___
Terry Ouverson, System Owner   Date

_____   ___12/14/05___
Krista Mainess, Information Management Officer   Date

_____   ___12/14/'05___
Michael W.S. Ryan, System Sponsor   Date

Approved

_____   ___12/15/05___
Maryann Froehlich, Senior Information Official   Date